



# NCFA Institutional Forces Sub-Committee

<https://whsportal.osd.mil/NCFA/Shared Documents/Sub-Committee/Operational Forces Initial OFSC Meeting 151330Jun15.pptx>



# June Agenda

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- Review Terms of Reference
- Review/Approve Overarching Scoping Paper Questions [Themes]
- Discuss/Decide Subcommittee Approach
  - Site Visits/Interviews/Literature Review
  - Small group travel and/or staff
- Confirm Work Plan / Timeline
- Next Steps / Taskings



# Institutional Subcommittee

## TOR

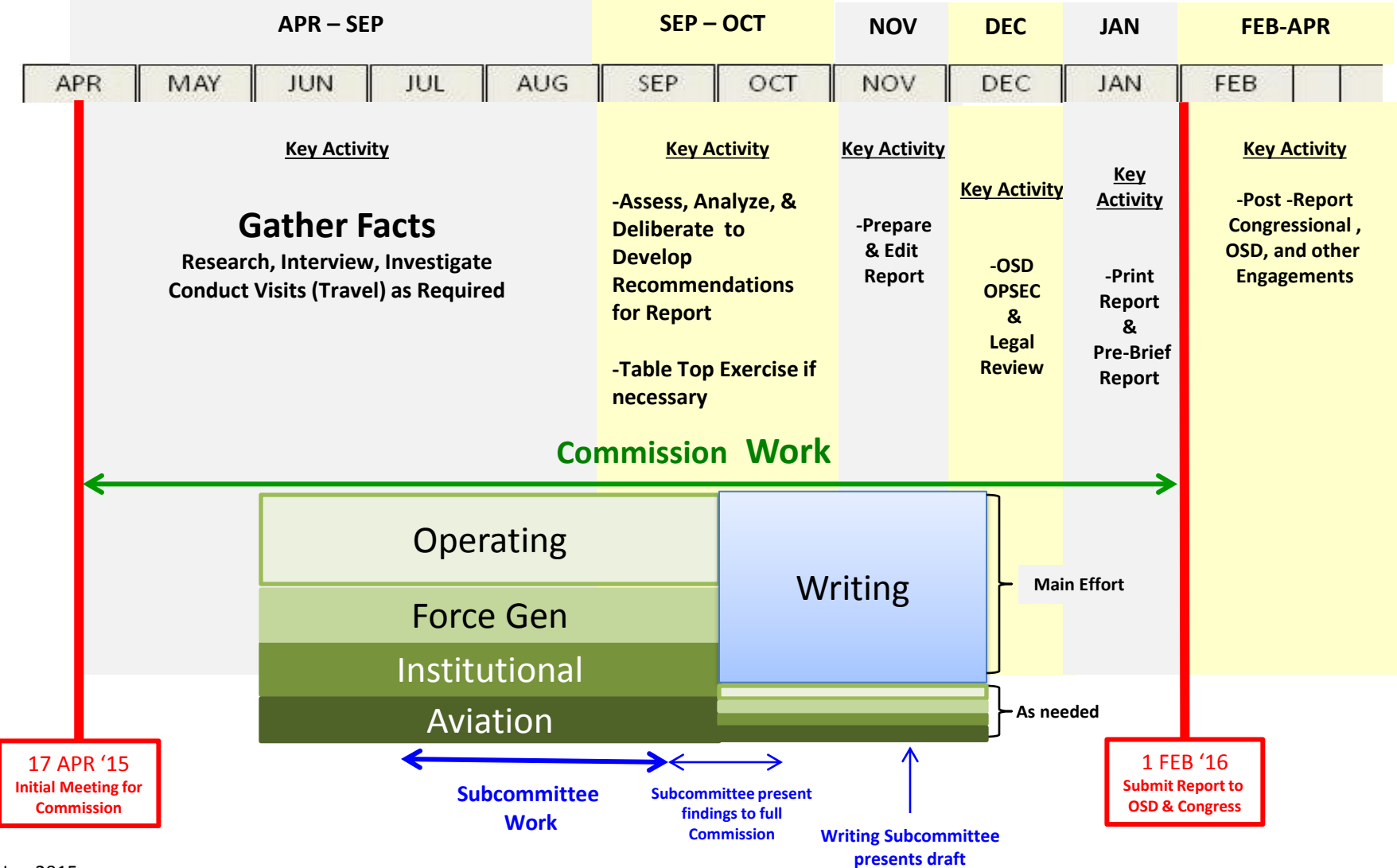
- Commissioners
  - LTG (R) Stultz(Chair)
  - SMA(R) R Chandler
  - GEN(R) Carter Ham
- Assess the impact on the institutional elements of the Army for various size, force mix, and component mix of the Regular Army, Army National Guard, and Army Reserve.
- Make proposals on the modifications, if any, of the structure of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources.
- Develop conclusions and proposals on the above matters and any other matters the Subcommittee deems pertinent in conducting its study of the Institutional elements of the Army related to the following statutory responsibilities:

Recruiting	Mobilizing
Organizing	Demobilizing
Supplying	Administering
Equipping	Maintaining
Training	Military Equipment (Construction, Repair and outfitting)
Servicing	Buildings, Structures and Utilities (Construction, maintenance and repair)

**Responsible for developing a Risk Framework for all subcommittees**



# Overall Study Plan





# NCFA Essential Task

**In light of the projected security environment, conduct a comprehensive study of the roles and structure of the Army, and policy assumptions related to the size and force mixture of the Army, in order to:**

- make an assessment of the ***size*** and force ***mixture*** of the ***active*** component of the Army and the ***reserve components*** of the Army
- ***make recommendations*** on the modifications, if any, of the ***structure*** of the Army ***related to current and anticipated mission requirements*** for the Army at ***acceptable levels of national risk*** and in a manner ***consistent with available resources*** and ***anticipated future resources***
- make an assessment of proposed ***AH-64 transfers*** from the Army National Guard to the Regular Army

NDAA, Sec 1703 (a) (1)



# Overarching Questions

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1. What are the roles and functions of the Institutional Army?
2. How is the Institutional Army structured to execute these roles and functions?
3. How should the Army man the Institution?
4. What role do institutional elements play in improving integration between Regular Army, ARNG and USAR?
5. What does Institutional Army provide the Joint Force beyond support to the Army?
6. Comparative analysis of COAs?
7. Risk Analysis. Risk of:
  - Not having enough
  - Not being read (today)
  - Support to other services
  - Having the wrong units
  - Not having the correct equipment
  - Support to Allies

## **Any other questions we should ask?**

*NOTE: The Subcommittee will not attempt to replicate the Army TAA process to determine an analytically defensible "optimal" force size, mix, and shape*



# Phase I

May thru June

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## **What are the roles and functions of the Institutional Army?**

### **Goals:**

- Describe how these roles and functions evolved.
- Identify the factors that contributed to the evolution of these roles and functions.
- Forecast how these roles and functions will change.
- Identify the factors driving the future change of the roles and functions.
- Identify the external directives and drivers of the roles and functions.
- Identify the internal directives and drivers of the roles and functions.

### **Process:**

- Collect and review existing literature and studies on the Institutional Army.
- Identify the Army's vision and strategy for the Institutional Army in The Army Plan (TAP).

Phase I leads -



# Phase II

July

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**How is the Institutional Army structured to execute these roles and functions?**

**How should the Army man the Institution?**

**Goals:**

- Describe the history, changes and drivers of the Institutional Army's structure.
- Develop alternative structures.
- Compare and contrast to other Service models.
- Compare and contrast to other National models

**Process:**

- Identify functions and roles of the other DoD services.
- Identify alternative structures in relation to the POM PB and POM BCA

Phase II leads -





# Phase III

August

**What role do institutional elements play in improving integration between Regular Army, ARNG and USAR?**

**What does Institutional Army provide the Joint Force beyond support to the Army?**

## **Goals:**

- Identify/develop rules for manning specific functions: workload, existence, etc. (these look a lot like rules of allocation)
- Identify principles for manpower allocation between uniformed, civilian, and contract personnel.

## **Process:**

- Review GF TAA process.
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Phase III leads -



# Phase IV

September

## Comparative analysis of COAs?

### Risk Analysis. Risk of:

Not having enough

Having the wrong units

Not being read (today)

Not having the correct equipment (Future Readiness)

Support to other services

Support to Allies

### Goals:

- Potential evaluation criteria include:
  - Cost
  - Function execution risk
  - Manpower mix
  - Component Mix
- Conduct a risk analysis of current (organizations, not manpower) structure
- Linkage between the Institutional Army and Operating Force (minimum relative size)

### Process:

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Phase IV leads -



# Who to Talk to (From Operational Meeting)

**Need to approve, prioritize and sequence to schedule meetings and travel**

## Inside the USG:

- Members of Congress
- Military Legislative Assistants
  - Mr. Patrick and Mr. Abell
- Executive Branch
  - National Security Council
  - Office of Management and Budget
- Combatant Commanders
  - PACOM and USFK; CENTCOM; AFRicom, EUCOM, SOUTHCOM, SOCOM
  - “emergent locations” operational locations (Eastern Europe)
- Army Service Component Commands
- OSD P&R Juner (sp?)
- The Joint Staff J3, J5, & J8
- Other Services USAF, USMC, & USN
- NDU Frank Hoffman
- AWC Nate Freier
- TRADOC

- Fort Knox (USAREC, Cadet Cmd, HRC)
- TRADOC
- AMC/ASA(ALT)

## Abroad to USG:

- Allies & Partners UK, Poland, Japan, Colombia or Mexico, Israel, UAE, Estonia, UKs, Australia, France
- CSIS Maren Leed
- MacGregor LLC Doug MacGregor
- CFR Janine Davidson
- CSBA Andy Krepinevich
- Smith-Richardson Nadia Schadow
- JHU-SAIS Eliot Cohen
- Haverford School John Nagl
- New America David Kilcullen
- CNAS Michèle Flournoy
- CSIS John Hamre
- AEI Tom Donnelly
- RAND Gian Gentile
- Brookings Michael O'Hanlon

**People to help answer the question "to do what" and define risk**



# Calendar & Travel Locations

Location	Event	Dates	# Cs	GEN Ham	Hon Lamont	SMA Chandler	GEN Ellis	Hon Hale	Hon (Dr.) Hicks	LTG Stultz	GEN Thurman	Staff
DC	NCFA NCR closed and public	18-20 May		A	A	A	A	A	A	A	A	
HI	USARPAC/PACOM HI/Guam TAG	27-30 May	2		A	A			A		A	*Cheri, Kerry, Johnny, Greg H.
DC	USAF Commission chair	3-Jun	1	A								
DC	Dep Sec Def	4-Jun	2	A	A							
NC	Ft. Bragg FORSCOM NCARNG	8-10 June	4-6	A	A		9-Jun	A		A	9-Jun	*Steve, Brian, Kerry, Rich, Jaime, Sean, Kris
GA	AGAUS Stone Mountain GA	15-Jun	2-3	N	A		15-Jun	A	N	A	N	*Rich, Johnny
DC	NCFA NCR closed and public	17-18 June	8	A	A	A	A	A	A	A	A	*Greg J
TX	Ft Hood, San Antonio, Austin, Houston	8-10 July	5-8	A	?		A		A		A	*Sarah, Greg H., Greg J, Steve, Sean, Kurt, Kris
MD	Proposed Commissioner Travel-Ft. Meade	14-Jul										*Doroneth, Kurt, Tim, Brian S,
DC	NCFA NCR closed and public	15-16 July	8	A	A	A	A	A	A	A	A	*Sarah
WV	Nat'l Gov Assoc	23-25 July	2-3	N	A		N		23rd only		N	*Rich, Tony, Tim
EU	Europe	28-30 July	3	A	A		A		N			*Sean, Brian S, Kerry, Scott, Barry, Kris
NC	Operation Carolina Thunder	31-July 1 Aug	2	N	A		?	N	N		N	Greg H, Brian R, Steve, Sarah
TBD	Proposed Commissioner Travel	5-7 Aug		N	A		A			A	A	
DC	NCFA NCR	17-18 Aug	8	A	A	A	A	A	A	A	A	*Doroneth
CA	NTC (116th NG), CAARNG, USAR	23-26 Aug	5-8	A	A 23-25 only		?		A	A	A	*Sarah, Cheri, Kerry, Rich, Greg H, Kris
MN	Vigilant Guard VG-15-DSCA MN	24-28 Aug	2-3	A	?		?		A	A	N	*Doroneth, Tim, Brian R. Brian S, Greg J
DC	Army 4-Star Meeting	2-3 Sep										
TN	NGAUS -Nashville, TN	10-13 Sept	2-3	A	A		?		A	A	N	*Barry, Rich, Kerry, Brian R, Kris
DC	NCFA NCR	16-17 Sept	8	A	A	A	A	A	A	A	A	*Mark,
WA	I Corps, WAARNG, USAR	22-24 Sept	5-8	A	A		A		A	A	A	*Sarah, Tim, Rich, Johnny, Kerry
TX	Network Intg Enterprise, Ft Bliss & Ft. Sam	26-29 Sep	2-3	A	A		?		A	A	N	*Ben, Greg J., Sean, Greg H., Steve
NCR	AUSA	12-14 Oct	8	N	A		?		A	A	A	



# Way Ahead

Task	Lead/Second	Proposal due to Chair



# Institutional 15 July 15 Focus Topic:

Time	Topic / Briefer	NCFA OPR